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MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Employees Who Have Resigned After Receiving
External Training

1. This memorandum is for information in response to your request for a report on employees who received external training at Agency expense and who subsequently were separated from the Agency. This report covers Fiscal Year 1956 and the first quarter of Fiscal Year 1957.

2. Data in support of the summary are outlined in two charts, Attachments A and B.

3. Summary

a. employees were separated from the Agency during this period, of whom 94 had received external training at a total cost of about \$30,500, or 8.5% of the average annual costs for external training. For details see Attachment A.

b. Of these 94, a total of 67 continued to serve the Agency after training for a period at least three times the duration of their external training. On the principle that an individual discharges his obligation to the Government by serving such a period, these 67 represent no loss of investment to the Agency. 27 resigned earlier, after receiving training which cost approximately \$15,300.00, or about 4.3% of the total annual cost of external training.

c. Of these 27 resignees, 13 left the Agency for reasons which bear no apparent relationship to the fact that they received external training. They are not considered to be significant for purposes of this study.

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d. Attachment B presents an individual analysis of the 14 remaining resignees, 5 of whom left the Agency to enter private industry and 9 to pursue further academic work or to resume teaching. These 14 received external training costing a total of \$5,268.90, or about 1.5% of the total annual cost of such training.

e. There is no clear evidence that these 14 cases constitute an abuse of the Agency's external training opportunities; but if all were questionable, the Agency's net loss on investment would not exceed 1.5 percent.



MATTHEW BAIRD
Director of Training

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